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ornge

lives uplifted

ANNUAL REPORT

ORNGE ANNUAL REPORT
APRIL 1 2022 - MARCH 31, 2023

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introduction.

LAND ACKNOWLEDGMENT

We would like to begin this document by acknowledging that Ornge operates on the traditional lands of many Indigenous Peoples in what we now call Ontario. We recognize the importance of the lands in order to reaffirm our commitment to improving relationships between Nations, and to improving our own understanding of local Indigenous peoples and their cultures. We acknowledge the ancestral and unceded territory of all the Inuit, Métis, and First Nations people who call this land home and are cognizant of the responsibility we have in improving access to care and furthering health equity throughout Ontario.



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Ornge, at its essence, is a connector. We ensure communities and patients are connected to the care they need regardless of distance. We connect hospitals and health care facilities to ensure their patients receive the level of care they require. Establishing and maintaining these connections has been even more important over the past three years as Ornge supported the movement of critically ill COVID-19 patients across the province.

A MESSAGE FROM THE PRESIDENT & CEO

Coming out of the public health emergency, Ornge proudly takes on this connective role each day, while constantly asking what more we can do to support the provincial health care system. Carrying out this ambitious mandate is not without its challenges, especially at a time when our health care system is under significant strain. It is even more complicated for Ornge, which sits at the intersection of aviation and health care. The aviation components of our operation have been impacted greatly by the volatility in the worldwide aviation industry. Fortunately, we have an incredible team that makes it all happen each and every day. More than

20 thousand patients were impacted by our service over the past year thanks to the tireless efforts of our paramedics, pilots, aircraft maintenance engineers, corporate and support staff, communications officers and physicians. I am filled with pride in what Ornge staff members accomplish in the most challenging of circumstances, and I want to take this opportunity to express my thanks for their work. In 2022/23, we received validation for these efforts from Accreditation Canada, which has accredited our organization for another four years with exemplary standing. Over the past year, our focus has been on moving forward and completing some key priority projects and expansions -- including Blood on Board, new Critical Care Land Ambulance bases, and our trial mental health transport team -- as well as planning for the future to meeting patient transport needs in Ontario for generations to come. We were pleased to unveil details of our fleet renewal project, which will bring in new fixed wing aircraft to replace our current fleet. We continue to engage in productive conversations with the Ministry of Health over what the future of air ambulance and critical care transport looks like in this province.

In sum, 2022/23 brought us much to celebrate but left us keenly aware of how much work there still is to be done. This year's Annual Report will reflect both our achievements and our plans to deliver the kind of service Ontarians should expect and deserve. I hope you enjoy reading it.

Dr. Homer Tien

PRESIDENT AND CEO - ORNGE

board of directors.



Ian W. Delaney
CHAIR



Charles A. Harnick
DIRECTOR



Patricia Lang
DIRECTOR



Maneesh Mehta
DIRECTOR



David Murray
DIRECTOR



Dr. Andrew Smith
DIRECTOR



Patricia (Trish) Volker
DIRECTOR



Dr. Annelind Wakegijig
DIRECTOR

senior leadership team.



Dr. Homer Tien
PRESIDENT AND CEO



Peter Cunningham
CHIEF OPERATING
OFFICER – AVIATION (A)



Abbie Hudson
CHIEF OF STAFF



Inna Kravitz
CHIEF FINANCIAL OFFICER



James MacDonald
DIRECTOR, COMMUNICATIONS
AND PUBLIC AFFAIRS



Foster Brown
CHIEF HUMAN RESOURCES
AND LABOUR RELATIONS
OFFICER



Wade Durham
CHIEF OPERATING OFFICER –
JOINT OPERATIONS AND
MEDICAL OPERATIONS /
DEPUTY CHIEF EXECUTIVE
OFFICER (A)



Susan Kennedy
GENERAL COUNSEL AND
CORPORATE SECRETARY



Dr. Bruce Sawadsky
CHIEF MEDICAL OFFICER

who we are.

WE ARE ORNGE.

fleet and service.

Ornge owns and operates a fleet of fixed and rotor wing aircraft, including 12 Leonardo AW139 helicopters, eight Pilatus PC-12 airplanes, and 14 Crestline Land Ambulances.

Ornge's Operations Control Centre (OCC) coordinates all logistics related to Ornge medical transports. Located in Mississauga, it is staffed with Communication Officers who ensure that each medical transport request is assigned the proper medical personnel and equipment to provide patients with the best care in the most efficient way possible.

Service coverage extends over more than a million square kilometres into remote communities in Ontario. As well, Ornge has contracts with three Standing Agreement air carriers (Air Bravo, SkyCare Air Ambulance, and Thunder Airline) which perform fixed wing non-urgent transports and some advanced care transports largely in the North. Ornge also works with Toronto Paramedic Services who deliver critical care land ambulance services within the GTA (Greater Toronto Area) and are dispatched by Ornge's Operations Control Centre.

mission, vision and values.

mission: *We save lives, restore health, create capacity and preserve dignity.*

- **How We Save Lives:** Our helicopters bring critical care capability to the scene to save the lives of critically ill or injured patients. Our air and land crews perform emergency inter-facility transfers to save lives and preserve limbs. Ornge also coordinates all aviation requirements in support of Trillium Gift of Life Network's (TGLN) mission. This involves coordinating air transport for TGLN surgical transplant teams and for recovered organs.
- **How We Restore Health:** Ornge transports or organizes the air transport of all stretcher-bound patients in Ontario for diagnostic imaging and/or specialist consultation to help restore health.
- **How We Create Capacity:** Ornge is asked to repatriate patients to hospitals closer to their home communities by air and/or if patients require a critical care level of care during repatriation. This activity creates necessary capacity at hospitals to receive the next critically ill or injured patient.
- **How We Preserve Dignity:** Ornge helps provide dignified end-of-life care by transporting patients back to their rural and remote communities to be with family and friends at the end of their lives.

Vision:

The best care, wherever you may be.

Motto:

Health Equity in Motion

Corporate Values:

Kindness, Respect, Integrity, Safety, and Professionalism.



strategic plan.

iPropel 2021 - 2024

- iP1: Invent Practice*
- iP2: Improve Processes*
- iP3: Integrate Provincially*
- iP4: Inspire our People*



We also strive to encourage equity, diversity, and inclusion within our organization by reaching out, encouraging and mentoring our employees who belong to vulnerable communities.

To read more about our strategic plan, visit orange.ca/stratplan



HIGHLIGHTS 2022/23

highlights.



CRITICAL CARE LAND AMBULANCE EXPANSION

Since 2008, Ornge's Critical Care Land Ambulance (CCLA) program has been a key feature of our service. The CCLA program relieves pressure on municipal land ambulance services, reduces the need for hospitals to provide escort staff for critical transfers and allows Ornge to increase air ambulance availability for outlying rural and remote areas. CCLA bases, staffed with two Critical Care Paramedics on each shift, have operated in Ottawa, Mississauga and Peterborough. During the pandemic, Ornge opened two temporary bases in Hamilton and Chatham-Kent to support the health care system during the COVID-19 public health emergency.

2022 saw the first permanent expansion of the program since its inception. In September, Ornge's Chatham-Kent base became permanent, moving from its temporary accommodations into a newly renovated facility. The Chatham-Kent base provides inter-facility critical care transport services within southwestern Ontario, particularly along the Sarnia-Windsor corridor.

In addition, Ornge was pleased to receive funding for a permanent Hamilton base. The opening date will be fall of 2023.

highlights.

ACCREDITATION CANADA – FOUR MORE YEARS!



Four years after receiving its first Accreditation with Exemplary Standing, Ornge once again received Accreditation Canada's highest possible ranking.

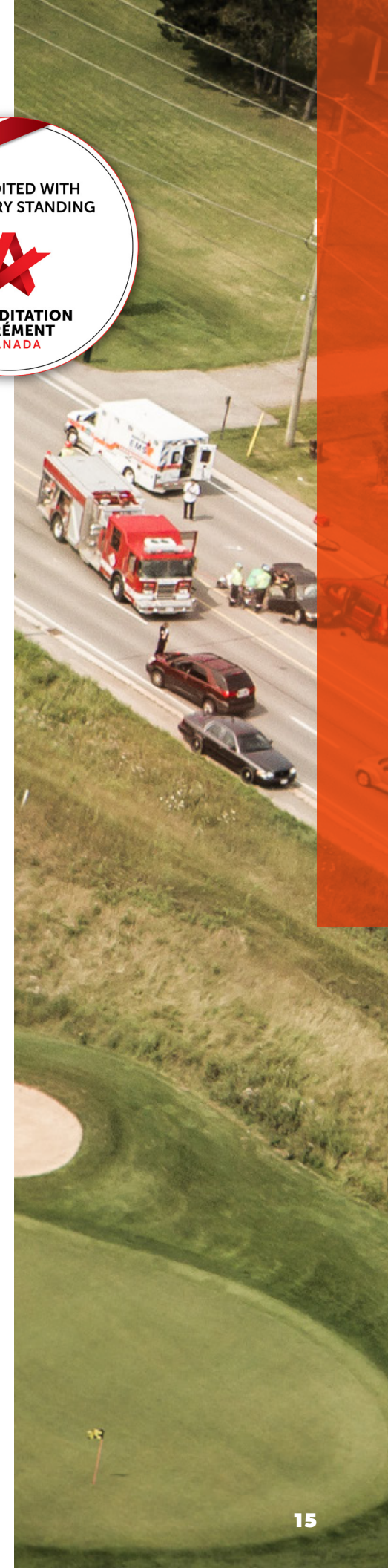
Accreditation Canada is an independent, not-for-profit organization that accredits health care and social services organizations in Canada and around the world. Its comprehensive accreditation programs foster ongoing quality improvement through evidence-based standards and a rigorous external peer review. From October 31 to November 4, 2022, three surveyors representing Accreditation Canada performed site visits to Ornge's head office as well as bases in London, Sioux Lookout, Thunder Bay and Toronto.

“

“Ornge has prepared itself well for this Qmentum process which is not only shown in its compliance with the standards but also genuine conversation with the board, leadership, and frontline staff. The organization has used the Accreditation Canada standards to focus its attention on quality, improvement, and patient safety. This has also resonated with the frontline staff in both their understanding of the accreditation process and their roles in patient safety.”

”

The Accreditation is valid for the next four years, during which Ornge will use the findings from the report to guide continuous quality improvement within our clinical practice.



highlights.

FLEET RENEWAL – FLIGHT PLAN FOR THE FUTURE



In December, the Government of Ontario announced a significant investment in the future of air ambulance in Ontario.

The existing fixed wing fleet of eight airplanes was acquired between 2009 and 2010. With funding from the Government of Ontario, Ornge will replace the currently aging fleet with new planes. The new fleet will help ensure crew and patient safety while providing patients with continued and timely access to emergency health care, including for Indigenous communities and northern and remote regions of the province. The new fleet will be procured by Ornge through an open, fair and transparent competitive procurement process.

The government is also considering future Ornge fleet expansion for larger and faster aircraft to ensure Ontarians continue to have access to the safe, reliable and rapid service Ornge provides for years to come.

highlights.

BLOOD ON BOARD IN THE NORTH

Hemorrhage is a leading cause of death in traumatically injured patients. Research shows that early blood transfusion can improve patient outcomes. Timely access to blood transfusion is particularly important for patients who face long transport times to definitive care. Now, for the first time, Ornge’s live-saving Blood on Board program is available in Northern Ontario.

With this collaboration between Ornge and Thunder Bay Regional Health Sciences Centre, Ornge paramedics can carry blood on the aircraft. Ornge can now conveniently transport blood products to Northern communities without delay, allowing patients in need to receive their treatment in a timely fashion. This ensures trauma patients receive blood products quickly at a time when every minute counts, greatly enhancing pre-hospital capabilities within rural and remote communities.

The launch in Thunder Bay follows Ornge’s first Blood on Board program in Toronto that began in 2021 as a partnership with Sunnybrook Health Sciences Centre.





SPECIAL OPERATIONS TEAM

Ornge paramedics are some of the most highly trained in Canada – with capabilities and skills in providing transport in some of the most challenging medical and geographic circumstances. Over the course of the pandemic, the organization was frequently called upon to move patients with highly complex conditions. These cases may not happen every day, but it is essential to have a team trained and ready to respond when they arise.

To respond to this demand, Ornge has assembled a Special Operations Transport Team comprised of senior Ornge Critical Care Paramedics. The team will be tasked with carrying out low frequency, high acuity transports. These include providing medical care in challenging operational conditions, transports related to infectious diseases, extracorporeal membrane oxygenation (ECMO), bariatric and other specialized cases. In preparation, members of the team took part in events involving simulated heavy urban search and rescue and radiological/nuclear events.



MENTAL HEALTH AIRCRAFT

On April 19, 2022, Ornge launched a trial program to fill a significant gap in mental health services across Northern Ontario.

The dedicated Mental Health Transport Team is managed by Ornge and is based at the Thunder Airlines hangar in Thunder Bay. This team is available 12 hours per day, seven days a week, and is comprised of a Registered Nurse who is experienced and specially trained in mental health care, as well as trained security personnel with experience in a health care setting. In addition, a Primary Care Flight Paramedic is on board the aircraft during transport. This team only performs mental health-related transports.

Over the course of the first year, the team transported **245 patients.**

highlights.

PRIMARY CARE LAND AMBULANCE (PCLA)

Ornge works closely with municipal Paramedic Services to complete non-urgent, fixed wing airplane transports from the airport to the destination hospital. This final leg of the journey can sometimes encounter delays when local ambulances are tasked with servicing higher acuity calls.

In recent years, Ornge has worked to close this gap by working with Standing Agreement Carriers to establish dedicated vehicles to perform non-urgent airport-to-hospital transports during peak times in Toronto and Thunder Bay. Building on the success of these initiatives, in 2022, with Ministry of Health approval and funding, Ornge launched a Primary Care Land Ambulance (PCLA) vehicle, staffed by Ornge paramedics, in Timmins. This program reduces transport delays and reliance on land Paramedic Services, and helps increase availability of fixed wing aircraft by reducing their time on the ground.



facts, figures & trends.

INTER-FACILITY PATIENT & TEAM TRANSPORTS

FIXED WING (INCLUDES ORNGE & SA CARRIES)	2022/23	2021/22	2020/21
Transport Count	10,327	10,327	10,327
Total Distance Travelled	18,198,281	18,198,281	18,198,281
Average KM by Transport	1,762	1,762	1,762

ROTOR WING	2022/23	2021/22	2020/21
Transport Count	2,803	2,625	2,254
Total Distance Travelled	1,117,956	968,787	774,608
Average KM by Transport	399	369	344

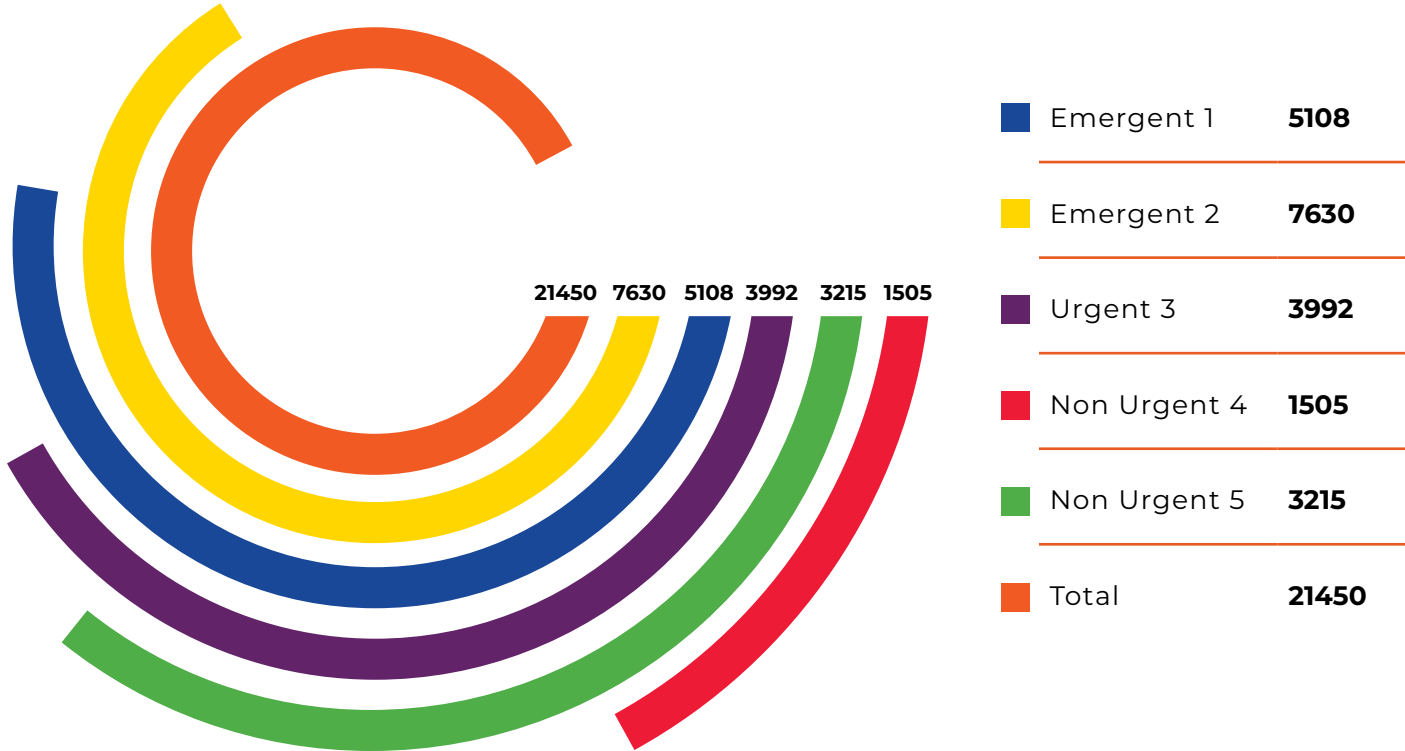
CRITICAL CARE LAND AMBULANCE	2022/23	2021/22	2020/21
Transport Count	3,702	3,650	3,365
Total Distance Travelled	515,599	552,814	460,324
Average KM by Transport	139	151	137

facts, figures & trends.

PATIENT RESPONSE

In 2023, Ornge serviced and transported 21,450 patients, up five per cent from the previous year. About six per cent of these patients were transported from the scene of injury (or were modified scene calls). This represents no change from the previous year. The remaining 94 per cent were inter-facility transfers, which was the same as the previous year.

ACUITY OF ALL ORNGE PATIENT TRANSPORTS FY2022-23



facts, figures & trends.

PATIENT RELATED TRANSPORTS BY ASSET

VEHICLE	NUMBER OF TRANSPORTS	PERCENTAGE OF OVERALL TOTAL
Rotor Wing	4,117	19%
Ornge Fixed Wing	3,350	15%
Standing Agreement Carrier	7,063	33%
Ornge Land	5,674	27%
Toronto Paramedic Services -Critical Care Land Unit	1,079	5%
Other	167	1%

ONTARIO HEALTH - TRILLIUM GIFT OF LIFE TRANSPORTS

Ornge is responsible for providing transportation-related services to support organ transplant under contract with the Trillium Gift of Life Network (TGLN - part of Ontario Health), Ontario's organ and tissue donation agency. From 2022-2023, Ornge received 315 specific TGLN requests, up 20 percent from the previous year. This increase can be attributed to the pandemic and the gradual re-opening of non-emergent services. One TGLN request can generate several organ requests. For example, One TGLN request for

service for an organ donor (liver and kidney) in Ottawa might generate three organ requests: a request to transport the transplant team from Toronto to Ottawa, a request to transport the team and one recovered organ (liver) back to Toronto, and a request to transport one organ (kidney) separately to London. During the reporting period, the 315 specific TGLN requests generated 455 organ requests that were serviced and transported.

facts, figures & trends.

PROVINCIAL TRANSFER AUTHORIZATION CENTRE

The Provincial Transfer Authorization Centre (PTAC) is funded by the Ministry of Health and administered on its behalf by Ornge. PTAC offers an online tool to screen for respiratory diseases prior to inter-facility patient transport within Ontario and maintains a database of patient transfers within the province of Ontario. Each inter-facility patient transfer within Ontario must have a medical transfer (MT) authorization number.



In 2023, **310,317** MT numbers were issued.



TELEMEDICINE

In partnership with CritiCall Ontario, Ornge provides enhanced telemedicine support for the province. Under this arrangement, any physician in any Ontario hospital can reach out to an Ornge Emergency Medicine Physician, ICU physician or pediatrician to receive assistance in managing a patient. This service is not specific to COVID-19 and can be used for patients with general acute and critical care needs.

Ornge Transport Medicine Physicians (TMPs) have provided **285** telemedicine consultations this year.



HOW DID WE DO?

how did we do.

OVERVIEW – RISKS & FACTORS AFFECTING PERFORMANCE

Overall, Ornge's call volumes have grown this year by five per cent to 21,450 patients transported. Ornge continues to move patients to the care that they need, 24 hours a day, seven days a week.

In addition to overall volumes, each year we look closely at the time it takes to move patients. In order for an Ornge air base to complete a patient transport, it requires a staffing complement of two paramedics, two pilots as well as a functional aircraft. An Ornge land base only requires two paramedics and a functional vehicle. An Ornge base is described as

serviceable if all these criteria are met. Less serviceability means that it takes longer to move the patient.

Like most health care organizations, Ornge has experienced a number of challenges during and following the COVID-19 public health emergency period. However, Ornge is unique among other health care organizations in Ontario. Ornge is a provincial service that provides life-saving critical care transport to communities. If one base is not serviceable, it can lead to gaps in critical care transport service in entire regions of the province.

how did we do.

Over the past year, **Ornge** serviceability was impacted by several factors:

- The COVID-19 pandemic response placed a strain on our front-line crews, resulting in higher than usual absenteeism across front-line paramedical and aviation employee groups.
- The return of commercial aviation travel following pandemic-related restrictions has reignited a global pilot shortage. Airlines are hiring pilots at a fast pace, meaning pilots are spending less time with Ornge before moving on in their careers. As a result, Ornge’s fixed wing pilot attrition rate has increased. Standing Agreement Carriers, upon which Ornge relies for low acuity calls, have encountered similar staffing challenges, resulting in less availability of aircraft.
- On the helicopter side of the operation, the rotor wing pilot job market is becoming increasingly competitive and there has been a decrease in new licenses being issued. This has impacted the pool of potential applicants, and as a result, it takes longer to hire and train new pilots to replace those who leave the organization due to retirement, positions outside the sector, a new position elsewhere, etc.
- During the pandemic, Ornge temporarily suspended the Critical Care Paramedic (CCP) course, though it has since resumed. Ornge trains its paramedics to the highest level of care – Critical Care Paramedic (CCP) – to ensure our ability to respond to all emergent calls. The CCP course lasts approximately 18 months. As this training takes place on-shift, it becomes challenging to remain in service if there is a lack of capacity to fill vacant shifts with other paramedics.

These factors have driven Ornge to put forward a number of solutions in order to ensure operational readiness both today and in the future.

(See page 31 -- What We Are Doing to Improve)

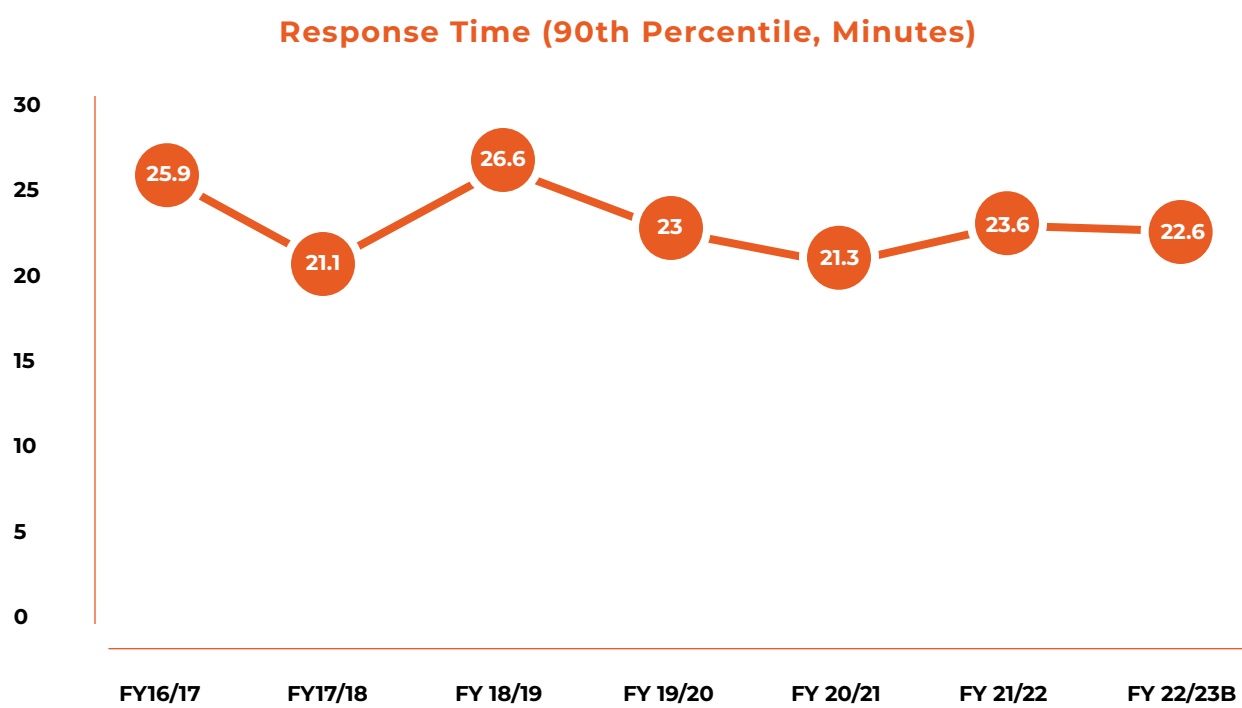
how did we do.

ROTOR WING SCENE CALLS FOR TRAUMA

Like all Paramedic Services, Ornge responds to the scene of major trauma. If trauma patients meet Air Ambulance Utilization Standards and meet Field Trauma Triage Guidelines, Central Ambulance Communication Centre (CACCs) will request a “scene” response from an Ornge helicopter.

These calls represent about six per cent of our call volumes. Our response time is of the utmost importance in these situations. The figure below shows Ornge’s 90th percentile response time for life-threatening trauma scene calls. This response time measures the time interval from the CACC request for service to the time when the helicopter is on the runway and requesting “Air Traffic Control” clearance to take-off.

ROTOR WING RESPONSE TIME FOR SCENE TRAUMA CALLS



how did we do.

INTER-FACILITY LIFE OR LIMB CALLS

When time is of the essence, when it is literally “Life or Limb,” the measure that our patients and stakeholders value is how fast we can consistently launch an aircraft to transport the patient to the critical care they need. Our best efforts to respond are affected by the long distances required for transport (on average, over 1,700 km for fixed wing aircraft), the need to wait for land ambulances to transport between airport and hospital, and the effects of volume of transfers and weather.

The figure below shows how quickly (90th percentile) we can launch or turn a helicopter/fixed wing airplane towards a patient with an absolute time sensitive emergency known as an Emergent 1/Life or Limb. This metric is drawn from Ornge’s annual Quality Improvement Plan (QIP). The QIP is a framework for monitoring key aspects of Ornge’s service delivery, such as patient experience and care, clinical practice, and operational service delivery. QIP

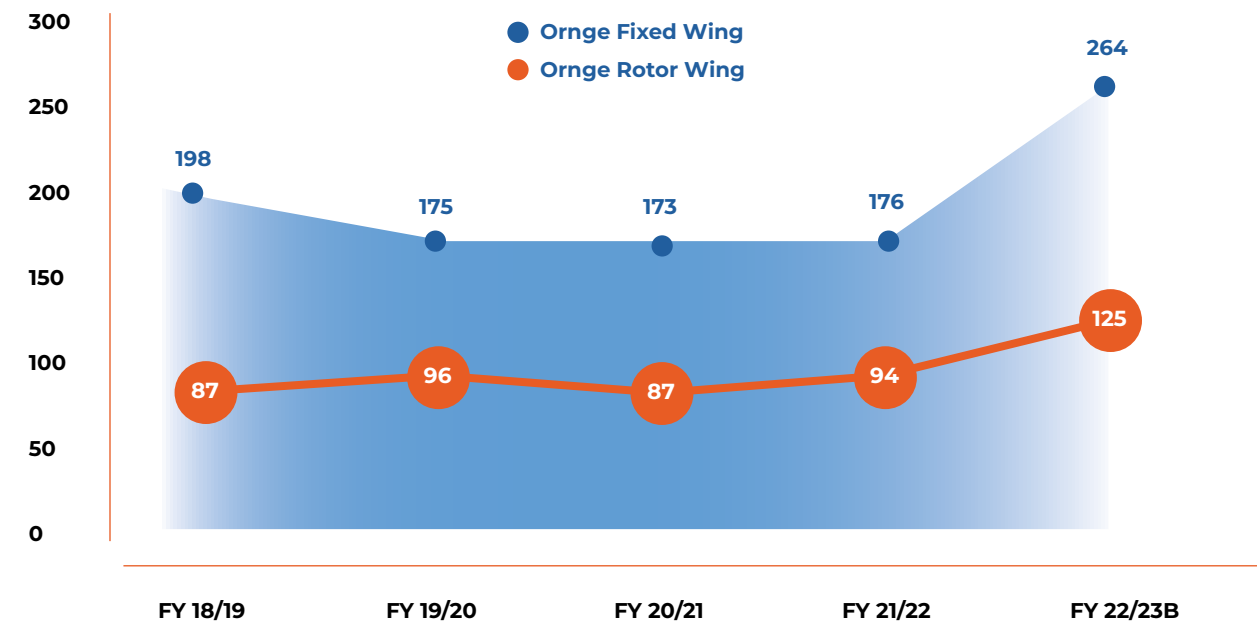
indicators are chosen each year and reflect organizational priorities, including some identified areas for improvement.

This response time measures the time interval from when the OCC has completed taking the patient details to when the Ornge team starts moving towards the patient. This could be when the aircraft departs for a patient transfer or is triaged and re-routed, or when the Ornge medical team departs to pick up a patient from the health care facility. Many variables impact our timeliness of response: asset availability, maintenance, staffing, weather, proximity of the facility to our bases. These are particularly impactful in the north, where transport times tend to be longer due to many of these factors.

Due to the factors described in the overview, Ornge has experienced an increase in Emergent 1 response times. The figure below is representative of an upward trend in response times across all categories of patients (emergent, urgent and non-urgent).

how did we do.

FISCAL TREND INTERFACILITY E1 RESPONSIVENESS (90TH PERCENTILE)



WHAT WE ARE DOING TO IMPROVE

- Ornge’s goal is to staff our aircraft and land ambulances with certainty. Over the past year, we have been looking closely at the historical model for staffing bases. We are working closely with the Ministry of Health to ensure Ornge has a staffing model that meets current and future needs.
- As the demand for health care professionals in Ontario and across Canada remains high, we are looking beyond our borders for highly qualified paramedic recruits who wish to relocate to Ontario. A recruitment campaign aimed at paramedics outside of Canada yielded strong interest in Ornge. Ornge is working with the Ministry to expedite their Canadian certification.
- Ornge is seeking opportunities to use alternate health care providers to complement a strong paramedic-based system. This will focus on the Standing Agreement Carriers, who will benefit from more flexible staffing to carry out lower acuity patient transports, particularly among remote, Indigenous communities.
- There are ongoing efforts to improve Operations Control Centre service to health care providers, processes and communications with crew members in the field. This includes upgrades to the PTAC system, FlightVector (Ornge’s Computer-Aided Dispatch platform) and voice recording software.



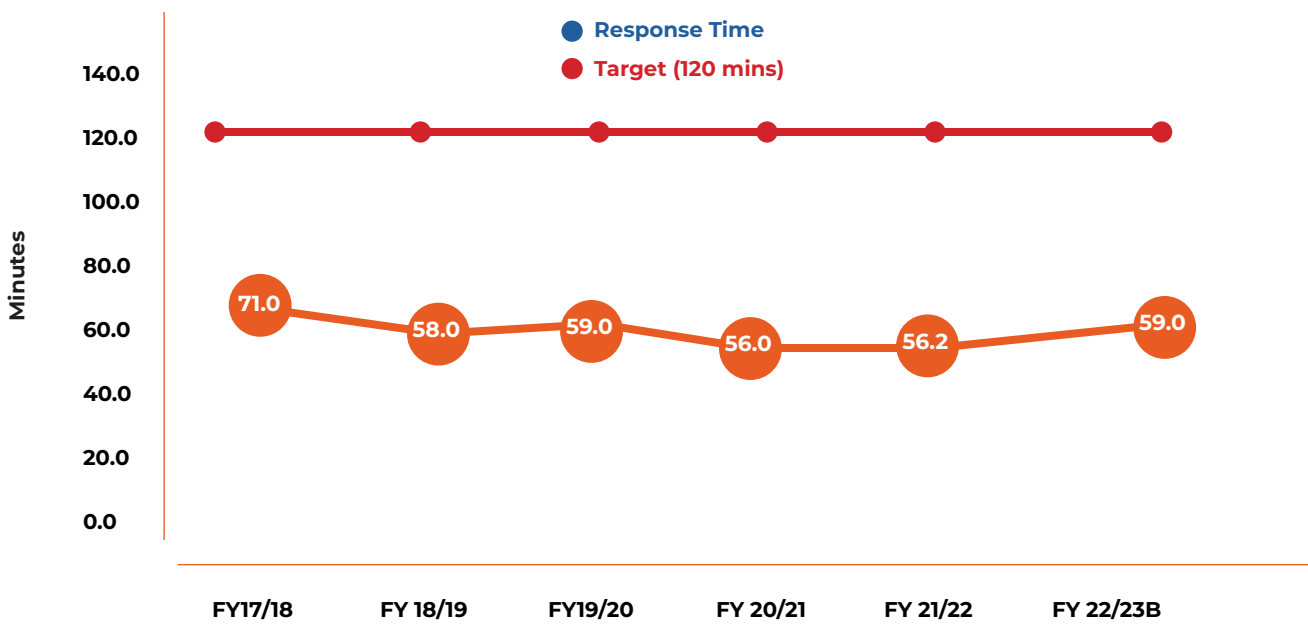
how did we do.

ONTARIO HEALTH (TRILLIUM GIFT OF LIFE NETWORK)

Ontario Health - Trillium Gift of Life Network (OH-TGLN) is responsible for delivering and coordinating organ and tissue donation and transplantation services across the province, as well as for planning, promoting and supporting all health care and allied professionals, advocates and the Ontario public in fulfilling their shared and integrated responsibilities in saving the lives of Ontarians waiting for a life-saving transplant.

Ornge is responsible for providing transportation-related services to support organ transplant under contract with OH-TGLN. When OH-TGLN requests Ornge to arrange air transportation, as per our Service Level Agreement (SLA) with OH-TGLN, we aim to award the bid to a contract carrier within two hours, all in an effort to provide timely transportation of transplant teams and recovered organs to their destination. Figure 6 shows the 90th percentile of the time Ornge OCC spent to award the bid to OH-TGLN.

RESPONSE TIME FOR AWARDING BIDS FOR TGLN (90TH PERCENTILE, MINUTES)



our people.

PARAMEDIC EDUCATION AT ORNGE

2022 marked the beginning of a new approach to paramedic continuing professional development at Ornge, and a continuation of significant initial education training in Critical Care. For the past few years, Clinical Affairs has been updating our approach to paramedic education, ensuring that we continue to meet the needs of both our learners and the organization. Traditionally, Continuing Medical Education (CME) has required large groups of paramedics coming together once per year for four days of classroom and simulation-based learning, in addition to online learning.

This year, CME has evolved to a more encompassing program, known as Continuing Professional Development (CPD), which involves a more decentralized model, leveraging the considerable expertise that exists among our frontline paramedics, Transport Medical Physicians (TMPs), and asynchronous learning.

CPD is now anchored by the newly created position of Clinical Practice Leads (CPL). The role of CPLs is a multi-faceted one, as a leader, role model, coach, teacher, and mentor, with a responsibility for ensuring clinical guidance, leadership and development of paramedics and learners in a practice-based education environment. CPLs work at all bases and deliver learning activities in a variety of settings, including classroom, simulation, practice-based preceptorship, and peer-to-peer mentoring. In addition to their education duties, CPLs continue to work clinical shifts as Critical Care/Advanced Care (Flight) Paramedics.

our people.



BASE HOSPITAL

The Base Hospital has held several initial certification events, through simulation or oral board testing; credentialing a total of 65 paramedics, 12 Primary Care Flight Paramedics, 40 Advanced Care Land Paramedics and 13 Critical Care Paramedics. In addition to certification activities, the Base Hospital continues to perform Ministry mandated Quality Assurance audits, as well as work with other Ornge departments with investigation, quality improvement, and other reporting activities.

CONTINUING PROFESSIONAL DEVELOPMENT (CPD):

2022 was the first full year of delivery for the newly designed CPD program. As part of this program, paramedics completed a single day of group simulation focused on adult patients (for a total of 39 days), another focused on paediatrics (a total of 36 days), at-base training by their CPL, asynchronous online learning, and a Transport Medicine Physician (TMP) ride-along. During the ride-along, the TMP delivers a pre-assembled curriculum and assesses paramedic performance during transports.

In addition to these activities, 10 face-to-face CPD sessions were delivered to the Primary Care Paramedics certified by the Ornge Base Hospital. 15 paramedics were reintegrated back to Advanced Care Flight or Critical Care Paramedic status because of absence from clinical practice.

INITIAL EDUCATION:

Ornge is responsible for developing and delivering the Critical Care Paramedic Program for the Province of Ontario. The program has undergone significant changes in the past few years which continue to accomplish and work towards several goals. First, it is designed using principles and practices of more traditional post-graduate programs. Second, it is designed to accommodate more cohorts of students, allowing for higher volumes of training. Third, while supporting multiple cohorts, it is designed to reduce the amount of required travel for students, allowing them more opportunity to contribute to operational staffing, while increasing the number of simulation training days within their home communities. Finally, with a scaffolding model for competency and training, paramedics are taken through five semesters of critical care residency, allowing them to contribute organizationally to the overall level of care at Ornge faster, and individually by allowing paramedics to provide their critical care knowledge and skills sooner to the patients they care for.

This year, Ornge has initiated three Critical Care Cohorts, which consists of 76 paramedics, all progressing through the five semesters of residency.

our people.

RECOGNITION GOVERNOR GENERAL EXEMPLARY SERVICE MEDAL

The Emergency Medical Services Exemplary Service Medal recognizes professionals in the pre-hospital emergency medical services industry who have performed their duties in an exemplary manner, characterized by good conduct, industry, and efficiency.

All recipients must have been employed with an emergency medical service on or after October 31, 1991 and have completed 20 years of exemplary service. This year, 14 Ornge employees were honoured:



Arnel Armesto - Medal
Paramedic
Moosonee

Barb Cameron - Bar
Paramedic
Sudbury

Barrie Martin - Bar
Paramedic
GTA

Brandon Doneff - Medal
Paramedic
London

Cory Van Delst - Medal
Paramedic
Toronto

Dan Sewell - Medal
Paramedic
Kenora

David Proulx - Medal
Pilot
Thunder Bay

Esther Crawley - Medal
Paramedic
Ottawa

Jason Pevere - Medal
Paramedic
Ottawa

Mhari Powell - Medal
Paramedic
Thunder Bay

Pat Auger - Bar
Paramedic
Ottawa

Rob Shembri - Medal
Paramedic
GTA

Steve McNenly - Bar
OCM
Mississauga

Travis Glven - Medal
Paramedic
Thunder Bay

our people.



TELECOMMUNICATOR OF THE YEAR

Ron Clarke
Communications Officer

**Flight, is this year's Ornge
Telecommunicator of the Year.**

Ron joined Ornge in April 2016 as a Communications Officer – Flight. He became a Communications Training Officer in October 2019. Ron is known to have a great work ethic, exudes professionalism, is supportive, team oriented and represents Ornge's values each day.

“

“I've had different walks of life and experiences apply for this position. I don't know if one avenue of training or employment fits this type of role. It's very intricate and deals with both aviation and medical elements. Most of us here are aviation savvy. We can calculate in our heads the distance travelled in a certain amount of time given the speed. We know the airport codes, know the province well, so it's a lot of multitasking and good work ethic that goes into it.”

“I value conducting myself in a professional manner, no matter what type of job. Treat everyone with respect and be helpful to the people on the phone and the people I work with. I'm motivated by making sure everyone is treated fairly; the way I want to be treated.”

“The gratification that you get when you know that you've serviced the people of Ontario, when you move a patient or dispatch a transport you know it's the fastest and most capable resource. Whether I get to hear the story or not, knowing you've done a good deed for the day is something that makes this job amazing.”

”

our people.

GREATER TORONTO AREA TOP 100 EMPLOYER

For a third year, Ornge is honoured to have been named one of the Greater Toronto Area's top employers. The Canada's Top 100 Employers program is a national competition that recognizes employers that lead their industries in offering exceptional workplaces. To be successful, organizations that apply must meet or exceed stringent criteria that focus on several areas, including the physical workplace, benefits, employee communications, community involvement and training. Ornge was selected as one of the GTA's Top 100 Employers for 2023 in their regional award category.

The reasons for selecting Ornge, along with an organizational profile and a feature article, have been published on their website. While Ornge is located with an address in the GTA and therefore has been recognized as a top GTA employer, this achievement reflects what is happening each day at Ornge bases across the province. Our application included initiatives which involve Ornge staff in every department, employee group and base community.



**GREATER
TORONTO'S
TOP 2023
EMPLOYERS**

our people.

EQUITY, DIVERSITY & INCLUSION

PRIDE TORONTO CELEBRATIONS

After a COVID-related absence, Ornge returned to the Toronto Pride Parade in 2022.

Along with several emergency services partners, including York, Halton and Toronto Paramedic Services, Ornge had a delegation of enthusiastic marchers representing the organization in the parade. Our group, comprised of head office employees, Operations Control Centre employees and front-line paramedics, joined a cast of thousands as the parade wound its way through downtown Toronto.



BOLDLY INCLUSIVE

Following an internal cultural audit that took place over 2022, Ornge is pleased to continue with our partnership with Boldly Inclusive, a GTA-based consulting and training firm specializing in end-to-end organizational inclusion. This organization continues to provide more in-depth education and training to managers and the leadership team. This group has been identified to be first in this focused training

as leaders within our organization who are expected to have a firm understanding of Equity, Diversity and Inclusion principles and their impact in the workplace. Topics include empathy and allyship, conscious and unconscious bias and inclusive leadership skills, with the curriculum delivered through weekly challenges, reflection exercises and micro-coaching.



COMMUNITY, PUBLIC & MEDIA ENGAGEMENT

community, public & media engagement.

LIVES UPLIFTED.



In Spring 2022, Ornge's Corporate Communications & Public Affairs department started a project to refresh the Ornge brand. This project had a goal of reflecting the mission of the organization while being a statement staff and stakeholders can rally around.

For Ornge, our brand must serve as a critical pillar for access to health care across Ontario and equity in health care.

We leverage the Ornge brand as a vehicle for both internal and external communications. By design, the tagline, 'Lives Uplifted' has clear ties to the organization's mandate in Ontario.

The Ornge brand is built on the foundation of three brand pillars: Educate, Advocate, and Employ. These pillars encapsulate the goals of Ornge and are used in communications pertaining to the brand.

educate.

We will educate stakeholders, patients, and governing bodies on the role that Ornge plays in our health care system.

advocate.

Ornge advocates for health equity across Ontario. As such, Ornge works with the Ministry of Health to improve health equity by advocating for access to care for Ontarians, particularly for vulnerable populations.

employ.

Ornge is a first-rate employer whose values reside in inclusion, advocacy, and safety, making us an employer of choice in addition to being an essential pillar for Ontario health care.



SOCIAL SHOUT OUTS

community, public & media engagement.

Mary Besyk

In 2014 my husband was flown from Dryden Ontario to Thunder Bay On., he had a brain bleed Thank you for your service he with us today.

@Norfolkie

Just watched the Ornge helicopter come in for a landing here in Simcoe. Huge respect for all involved. The amount of training, what their eyes have seen and the amount of people who owe their existence to these professionals is not lost on me. Again, huge respect.

Patti Warmington

I required your service three years ago from Sault Ste Marie to Sudbury for urgent, life saving Thorasic surgery. It was early January, I had to wait for 2-3 days for a storm to pass. A very scary experience but the top notch team made it bearable. Thank you all.

Jennifer Fretz-Joseph

Thank you for all you do! The care you provided my husband after his injury was amazing.

@shawzysmrs

My heroes!!! I unfortunately had a ride in ornge from Haliburton to St Michael's about 35 year's ago and my granddaughter also did, from Haliburton to St Michael's about 2 months ago! We love and appreciate you all so, so much!

@1marzipan

@Ornge People having the worst days of their lives, live because of what you do. Thank you.

Carrie Walsh

@Ornge years ago I was brought to the hospital by ambulance.. I never knew who saved me .. so I thank you all @TorontoMedics @Ornge you are amazing! THANK YOU!

James Sanderson

Saved my mothers life. Grateful for this service. Going on 9 years post brain bleed. Thank you for letting me keep my mom, Ornge

Dawn Hamilton

I just wanted to send a quick thank you on the anniversary week of you guys helping to save my life 4 years ago... I couldn't do what you do for a living, just know there are people that will never forget and are so very thankful for all of you!

Tina Tremblay

My favourite part was thanking the Ornge team for saving my mom last year. Thank you for caring for northern communities! Thank you for saving so many lives. Just, thank you. I was also really happy my daughter and her friend got a picture with the ladies in the booth!

Amanda Meehan

Always the worst day when you need @Ornge but also the BEST because they turn up and make such a difference. For my daughter that was on April 26, 2008 an indubitably saved her life. I could never thank them and @Southlak-eRHC and @LHSCCanada enough

Marlene Barrett

Thank you Ornge for both flights to Sudbury and back to our hospital. You deserve every thank you that you get...life savers.

Jill Banbury-Ward

Thank you for all that you do!! I've been a medic for 30 years and am still in awe every time we call you in.

@christinedavidson29

Thank you for being there when my daughter needed you! I remember watching the helicopter coming in and thinking "we've got a chance now". The hospital we were at, didn't have the necessary life saving measures needed.



community, public & media engagement.

COMMUNITY ENGAGEMENT

This year saw the return of Ornge participation in many in person events in communities across the province, as well as several events celebrating virtually. These include:

- CP24 Chum Christmas Wish Campaign
- International Air Ambulance Week
- Paramedic Services Week
- Girls Take Flight
- Bell Let's Talk Campaign
- National Telecommunication Public Safety Week

To collaborate with Ornge for a health or awareness campaign, or to invite us to an event, please contact us using info@ornge.ca.

Sarnia Helipad

Bluewater Health in Sarnia took a significant step forward in its transport capabilities with the opening of a new helipad in November 2022. The helipad was constructed onsite and achieved Transport Canada certification, after which it opened for patient transports.

Prior to the opening of the helipad, Bluewater Health relied on land Paramedic Services and the Sarnia Chris Hadfield airport for patient transfers. The new helipad will save valuable minutes for trauma patients and those

requiring time-sensitive treatment. It will also relieve pressure on local Paramedic Services, freeing up ambulances for 911 calls.

As the helipad opened, Ornge had an opportunity to meet with students at Hanna Memorial Public School, which is located next door. Students were educated about Ornge service and safety protocols around the helipad.



community, public & media engagement.

NOTABLE MEDIA STORIES



Blood on Board launches in Thunder Bay ([TBNewswatch](#))

Ornge provides assistance to hospitals during fall surge in pediatric transports ([Global News](#))

Three part series on a day in the life of Ornge in the north ([CTV Northern Ontario](#))

FINANCIAL STEWARDSHIP

Total funding received by Ornge in fiscal 2022/23 included \$246.3 million from the Ministry of Health (inclusive of annual funding and one-time funding) for air and Critical Care Land Ambulance services. Additionally, Ornge received \$5.3 million from Ontario Health for transporting organs and transplant surgical teams.

We continue our mission of providing patients with the safe and ready access to health care by the most efficient means.

Maintaining our operation with fiscal discipline to ensure public funds entrusted to us are utilized effectively remains a cornerstone of Ornge's strategic plan. Rising operating cost of our fleet, fluctuating fuel prices, changing labour markets and service cost of our legacy debt obligations are some of the challenges we had to address and will continue to manage in the coming year.

financial stewardship.

(In thousands of Canadian Dollars)

REVENUE	2023	2022
Ontario Ministry of Health Air Transport Medicine program	\$228,302	\$204,982
Critical Care Land Ambulance program	14,815	14,815
COVID-19 response funding	3,209	9,808
Other income	7,014	5,315
	253,340	234,920
EXPENSES		
Salaries, employee benefits and other labour-related	88,156	80,201
Carrier and fleet-related	92,247	78,594
Supplies, facilities and other	20,915	15,092
Critical Care Land Ambulance program	14,815	14,815
COVID-19 response expenditures	3,209	9,808
Interest	12,178	12,892
Amortization of capital assets	12,043	11,742
	243,563	223,144
Excess of revenue over expenses before other income	9,777	11,776
OTHER INCOME		
Gain (loss) on capital asset disposal - net	1	(310)
Excess of revenue over expenses	9,778	11,466
Net deficiency, beginning of the year	(26,513)	(37,979)
NET DEFICIENCY, END OF THE YEAR	(\$16,735)	(\$26,513)

financial stewardship.

(In thousands of Canadian Dollars)

	MARCH 31, 2023	MARCH 31, 2023
ASSETS		
Cash	\$19,892	\$12,429
Other current assets	20,499	22,816
CURRENT ASSETS	40,391	35,245
Restricted cash	473	473
Maintenance contract and other	10,854	12,040
Capital assets	162,980	169,345
TOTAL ASSETS	\$214,698	\$217,103
LIABILITIES		
Accounts payable and other short-term liabilities	\$27,171	\$27,478
Current portion of long-term debt	12,539	11,852
CURRENT LIABILITIES	39,710	39,330
Long-term debt	190,951	203,336
TOTAL LIABILITIES	230,661	242,666
Net deficiency	(16,735)	(26,513)
Unrealized remeasurement gains	772	950
TOTAL LIABILITIES AND NET DEFICIENCY	\$214,698	\$217,103

the last word.

THE LAST WORD GOES TO OUR PATIENTS

MIRIAM COOK PROVIDED US WITH HER ORNGE STORY:

“

“In early May 2018, my dad Ivan began having chest discomfort in our home community of Slate Falls. Slate Falls is a small Northern community of 200 people, 3 nurses in community. He was medevac'd to Sioux Lookout Menowawin Health Center and was admitted. I was supposed to go to Switzerland that week but waited for the outcome of the angiogram in Thunder Bay that Monday, unfortunately they weren't able to “fix” him there. I was informed that he needed to be transported to Toronto General Hospital for a Triple By-pass and Aortic Valve Replacement. This all happened within a couple of days.

I travelled back to Sioux Lookout and waited for my dad to be transported to Toronto so I can go along with him. He kept insisting that I still go on my trip and that he would be ok! I told him no and that I was going to travel with him to Toronto.

”

My dad had four airplane trips with Ornge that week, it saved my dad's life! I never really got the chance to say how thankful I was and now I have the opportunity to share our story. That is how Ornge has impacted our lives, and they continue to provide excellent services.

I have had other experiences with Ornge, numerous trips with family members. The paramedics dedication and the numerous people involved.”

Miriam is now providing her perspective as a patient representative on Ornge's Medical Advisory Committee. We are grateful to have been a part of her father's care!



definitions:

Modified Scene Call: A modified scene response occurs when Ornge is dispatched to a community hospital, local airport or an alternate landing site which is not the geographic location of an incident.

Scene Call: Transports performed by helicopter responding to the geographic location of an incident.

Inter-facility Transports: Transports performed between health care facilities including hospitals or nursing stations.

Emergent 1: Conditions that are threats to life or limb (or imminent risk of deterioration) requiring immediate aggressive interventions within four hours of initiating the transfer request, as per the Provincial Life or Limb Policy.

Emergent 2: Conditions that are a potential threat to life, limb or function requiring rapid medical interventions. These patients have an acute illness or injury and have the potential for further deterioration.

Urgent 3: Patient conditions that could potentially progress to a serious problem requiring emergency intervention.

Non-Urgent 4: Acute conditions that are treated appropriately and stabilized at sending facility; however, there is a need to go for consultation at a higher level of care.

Non Urgent 5: Conditions that may be acute but non-urgent as well as conditions which may be part of a chronic problem.